

[Redacted]

**Sent:**  
**Subject:**

Monday, December 28, 2015 6:51 AM  
Week 108 - Year End Note plus Annual Conference

**For PepsiCo Internal circulation only, Please do not forward outside of PepsiCo**

Dear Friend and Colleague,

[Redacted]

[Redacted]

[Redacted]

[Redacted]

[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]
[Redacted]	[Redacted]	[Redacted]

[Redacted]

All the best team, you have in you the resolve to help us win in 2016. I look forward to working with you to make 2016 a great year for all of us.

Warm personal regards,

Shiv

What lessons do we take forward from 2015?

1. We need to earn our growth every year and we need to learn every year.
2. We compete in the marketplace and hence should ensure that all functions are working seamlessly to support our frontline teams victory.
3. The only yardstick of success at an individual level, a team level and a country level is performance, that's the currency of hi performance companies.
4. Leaders at every level need to put company first ahead of their interests.
5. Discipline is needed to be great at execution.
6. Good leaders do not offer excuses.
7. The Customer is king.

We had General VP Malik, also known as the Kargil General talking to us about a few important things :

- Discipline
- Teamwork
- Fighting with the resources you have
- Fighting for the Country.

General Malik shared letters from the soldiers as they went to war. Some of the letters bought tears to people in the room because of undaunted winning spirit of the soldiers.

we now need to get the whole value chain from procurement to manufacturing to supply chain to distributors to retailers to win the war where it matters most – with consumers.